

the pattern” and adopt different behaviors that mark true character change.

Behavioral change requires repetition. It is based on practice and the personal resolve to repeat actions one desires to acquire for the future. Only through the daily practice and personal application of leadership traits can the individual excel in positions of leadership. This conscious effort required to change becomes a desire with a specific goal as an end — to become a leader. Robbins states these desires become goals, and adherence to these goals “creates the future in advance,” the “future” meaning success as a more effective leader.²

According to author Ken Blanchard, quality leadership is comprised of vision, productivity, innovation, intellectual curiosity, integrity, the knowledge of “leading edge” principles, and courage.³ All behaviors associated with these attrib-

utes of leadership can be learned and applied to daily actions. Robbins says the unwillingness to change or adopt behavioral patterns that result in ultimate success is predicated on fear — fear the action will result in failure, or that change itself is uncomfortable. Both instances cause pain, which, in turn, deters change.

But what are the results of a lack of leadership? For a program manager, ineffective leadership can mean a totally dysfunctional working environment and spells catastrophe for the program. The pain created by the management of an unsuccessful program due to ineffective leadership is felt by the program manager as well as everyone else on the team.

Avoiding the pain of failure is certainly more of a motivator than feeling the pain associated with behavioral change. Leadership does not require a precise genetic

trait; rather, it only requires the willingness to adopt positive attributes, through daily behavior modification.

Every leader requires courage. For program managers the courage to change is perhaps the most courageous act of all.

Editor’s Note: The author welcomes questions or comments on this article. Contact him at (813) 828-2988 or mohrbe@gte.net.

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2. Robbins, Anthony, *Personal Power*, San Diego, Calif., Robbins Research International, Inc., 1993.
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SOLOWAY DIRECTS ESTABLISHMENT OF NEW CHANGE MANAGEMENT CENTER

Stan Z. Soloway, Deputy Under Secretary of Defense (Acquisition Reform), Office of the Under Secretary of Defense (Acquisition, Technology and Logistics) has directed establishment of the Change Management Center (CMC). In a Dec. 23, 1999, memorandum, Soloway:

- Directed that the CMC take the lead in accelerating acquisition and logistics reform initiatives, while providing a resource for change management across the Department.
- Directed the CMC to explore with the Defense Acquisition University adopting key attributes of the corporate university approach to provide education and training for the acquisition, technology and logistics workforce.
- Directed the CMC to pursue and incorporate where possible, cross-functional teaming across the Defense business enterprise to accelerate organizational goals and manage change.

The CMC will use rapid improvement activities to bring together diverse stakeholders within the Department, industry associations, and other partners. These rapid improvement activities focus attention on developing, implementing, and measuring new and innovative business practices while overcoming obstacles to acquisition and logistics reform. Moreover, the rapid improvement activities are based on a commercial methodology tailored for federal government applications.

The lead for all CMC activity is William Mounts, Director, International and Commercial Systems Acquisition, (703) 614-3882 or E-mail mountsw@acq.osd.mil. Further information on CMC activities can be downloaded from the DUSD(AR) Web site at <http://www.acq.osd.mil/ar/cmc>.

